

PDC

PORTLAND DEVELOPMENT COMMISSION

DATE: February 13, 2008
TO: Board of Commissioners
FROM: Bruce A. Warner, Executive Director
SUBJECT: Report Number 08-23
Performance Measures to measure PDC-wide accomplishments

EXECUTIVE SUMMARY

BOARD ACTION REQUESTED

None – information only.

SUMMARY

The FY 2008-09 discussion draft budget binder contained a draft outline of PDC-wide performance measures currently tracked and under development (Attachment A: PDC Key Performance Metrics). The metrics provide a basis of discussion with Commissioners and staff to guide further PDC performance measurement efforts.

The desired outcomes of the Board discussion today include:

1. to develop a common understanding of the current state of PDC performance measurement,
2. to discuss in depth the metrics that will appear in the FY 2008-09 budget document,
3. to discuss which metrics lend themselves to quarterly performance reporting and annual targets,
4. to develop a common understanding on the Performance Measurement Program's direction in developing better key metrics – several of which will take significant effort to develop.

BACKGROUND

In March 2007, PDC developed a Performance Measurement Program to coordinate the collection of data and reporting of key performance metrics to the Board of Commissioners, the City Auditor, and the public.

The Performance Measurement Program strives to develop measures that align with PDC Strategies and Goals, that provide a numeric foundation to help PDC continually improve its program performance and resource allocations, and that provide accountability for program efforts to the Board. Over the past nine months the Performance Measurement Program has worked with various staff to understand PDC programs and their objectives, to review the myriad PDC information systems that store program data, to develop data collection and

reporting methods that enhance the integrity of reported data, and to continually improve the accuracy, relevance and value of key metrics.

In alignment with PDC's newly adopted Strategic Plan and existing PDC measures reported in the City Auditor's annual Service Efforts and Accomplishment report (and in other PDC reports as well), the attached metrics provide a starting point for the Board of Commissioners and PDC staff to engage in a conversation about the measures PDC currently tracks and reports, the development of quantitative targets to evaluate progress, and where to direct efforts to continually improve PDC performance measures.

ATTACHMENT:

- A. PDC Key Performance Metrics, FY 2001-02 through FY 2006-07,
draft for discussion

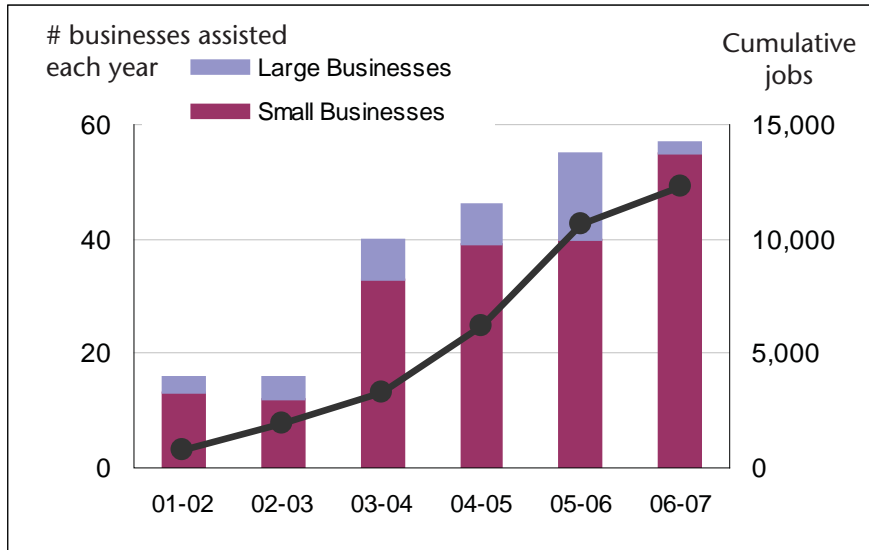
CC: J. Cody, Interim Director, Central Services
S. Meross, Performance Measures Program Manager
M. Baines, General Counsel
J. Jackley, Executive Operations Manager

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PDC KEY PERFORMANCE METRICS, FY 2001-01 through FY 2006-07

JOBS and BUSINESSES

CUMULATIVE JOBS PROJECTIONS FOR BUSINESSES ASSISTED THROUGH PDC BUSINESS FINANCE AND ENTERPRISE ZONE PROGRAMS, BY SIZE OF BUSINESS ASSISTED EACH YEAR



JOBS CREATED OR RETAINED THROUGH PDC BUSINESSES FINANCE OR ENTERPRISE ZONE PROGRAMS

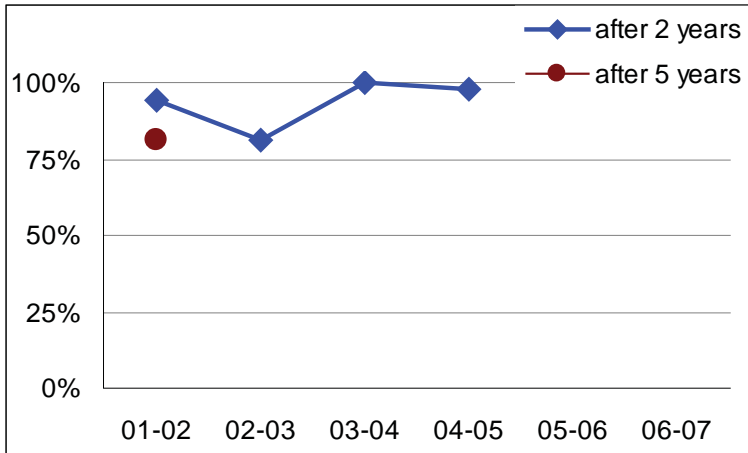
(FY 2001-02 to 2006-07, projected at time of funding or agreement)

TARGET INDUSTRY	FY 2006-07	6-year TOTAL	percent of TOTAL
ACTIVEWEAR/GEAR	16	288	2%
BIOSCIENCES	19	93	1%
CREATIVE SERVICES	108	1,110	9%
DISTRIBUTION/LOGISTICS	95	769	6%
FOOD PROCESSING	138	1,438	12%
HIGH TECH	109	1,519	12%
METALS & TRANS.	314	2,120	17%
PROFESSIONAL SERVICES	233	1,627	13%
SUSTAINABLE INDUSTRIES	109	259	2%
ALL OTHER JOBS	495	3,086	25%
TOTAL JOBS	1,636	12,309	100%

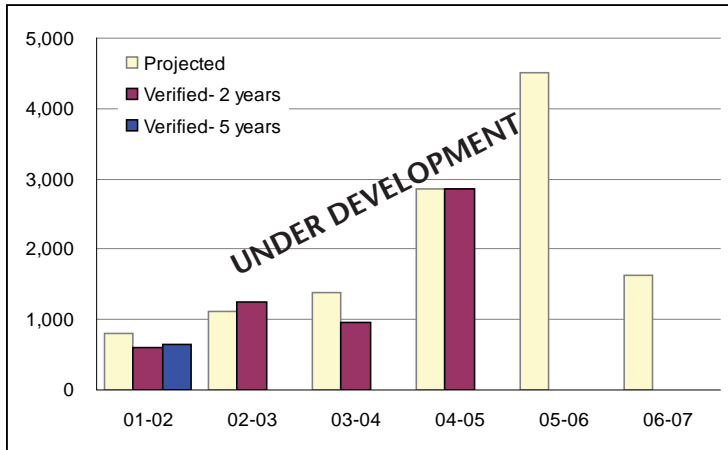
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JOBS and BUSINESSES

PERCENT OF BUSINESSES RECEIVING FINANCIAL ASSISTANCE FROM BUSINESS FINANCE PROGRAMS STILL IN BUSINESS:



JOB INCREASES FOR BUSINESSES ASSISTED BY BUSINESS FINANCE VERIFIED AFTER TWO AND FIVE YEARS AFTER FUNDING:

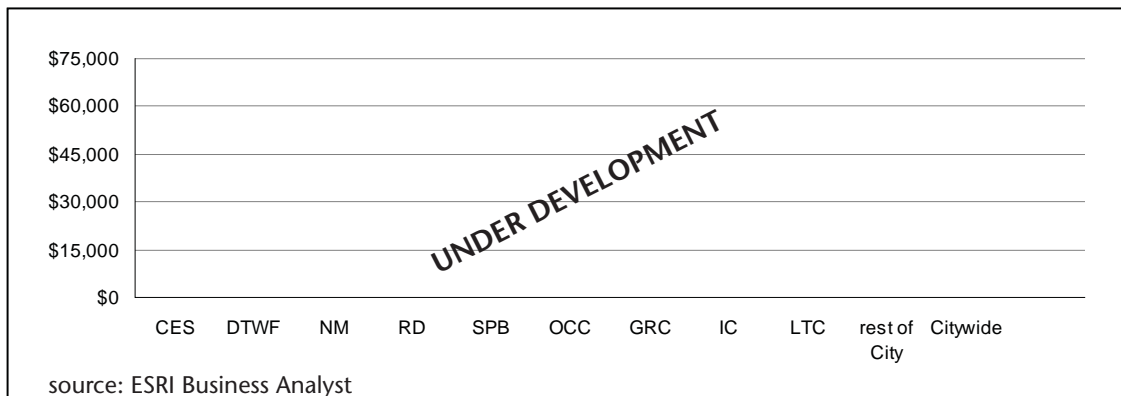


NOTES ON UNDER DEVELOPMENT MEASURES:

Verified jobs: working w/ Oregon Employment Department to use QCEW data to verify PDC funded jobs by business. May also be able to indicate average wage by business.

MFI by URA: using ESRI business analyst data which estimates MFI from a variety of sources, including Census. MFI by URA is not an indication of the average wages earned in that URA.

MEDIAN FAMILY INCOME BY URA AND CITYWIDE, 2006 AND PERCENT CHANGE FROM 2000 (ADJUSTED FOR INFLATION)



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HOUSING

CITY HOUSING ACCOMPLISHMENTS BY HOUSING TYPE (FY 2001-02 to FY 2006-07)

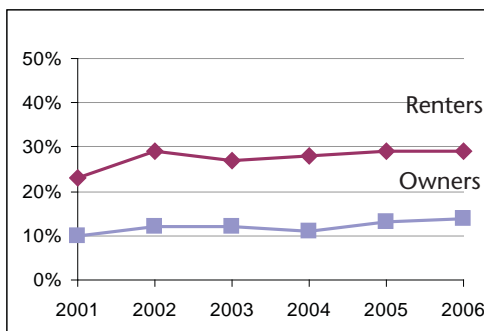
Includes loans and grants to construct, rehabilitate and purchase housing, and incentives to support housing development and preservation. Units receiving more than one type of subsidy are only counted once.

	6-year Actual	2011 Goal	% of Goal met
NEW HOUSING			
Rentals (0 to 60% MFI)	3,330	6,400	52%
Rentals* (61%+ MFI)	1,679	4,500	37%
Homeownership units	3,807	3,000	127%
EXISTING HOUSING			
Owner-occupied repairs	1,174	1,600	73%
Rental rehab. (0 to 60% MFI)	870	1,500	58%
ASSISTANCE TO FIRST TIME HOMEBUYERS			
	813	3,000	27%
6 years compared to Goal	11,673	20,000	58%

* new rentals for 61%+ includes a percentage of units in rehabilitated buildings

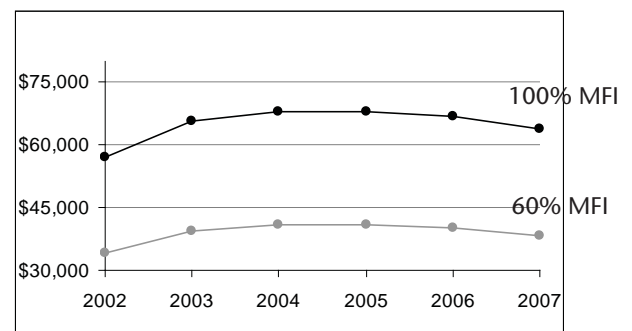
PORTLAND RESIDENTS PAYING MORE THAN 50% OF INCOME ON HOUSING COSTS

(i.e. households with "severe housing cost burden")



source: American Community Survey

HUD MEDIAN FAMILY INCOME GUIDELINES, PORTLAND



source: HUD

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HOME OWNERSHIP

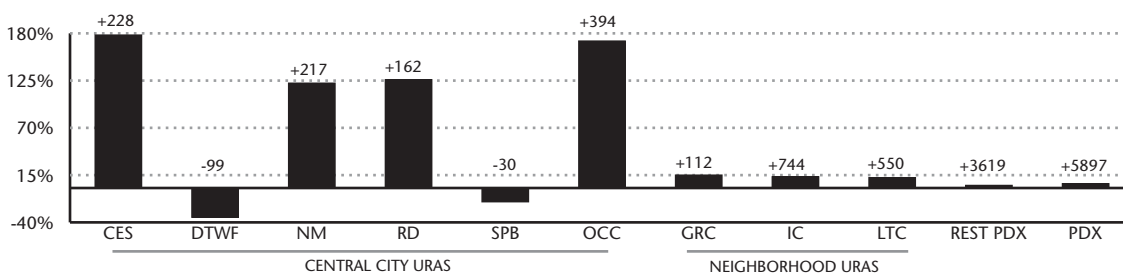
FIRST TIME HOMEBUYERS ASSISTED BY CITYWIDE PROGRAMS FY 2000-01 to FY 2006-07

	FY 2006-07	6-year TOTAL	
CENTRAL CITY URAs			
DOWNTOWN WATERFRONT	0	28	
NORTH MACADAM	0	0	
RIVER DISTRICT	0	23	
SOUTH PARK BLOCKS	0	1	
CENTRAL EASTSIDE	0	0	
OREGON CONVENTION CTR.	0	1	
NEIGHBORHOOD URAs			
GATEWAY REGIONAL CTR.	15	15	
LENTS TOWN CENTER	32	98	
INTERSTATE CORRIDOR	90	130	
CITYWIDE excluding URAs	152	517	
TOTAL	289	813	3,000 2011 goal

HOMEBUYER LOANS AND GRANTS AWARDED BY PDC

YEAR	ALL HOME-BUYERS	MINORITY BUYERS	PERCENT TO MINORITIES
01-02	45	4	9%
02-03	23	3	13%
03-04	17	0	0%
04-05	11	1	9%
05-06	16	0	0%
06-07	18	5	28%
Total	130	13	10%

PERCENT CHANGE (AND NUMBER) OF OWNER-OCCUPIED HOUSING, BY URA, 2000 TO 2005



Source: ESRI Business Analyst Data, 2005.

NOTE: This data source estimates owner-occupied housing by projecting Census data onto population change estimates that are calculated from a variety of sources. Smaller geographies introduce greater error.

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URBAN REVITALIZATION

CHANGE IN THE ASSESSED VALUE PER ACRE IN URAs (three-year change, adjusted for inflation)

	2006 value (millions)	change from from 2003
CENTRAL CITY URAs		
DOWNTOWN WATERFRONT	\$4.9	4%
NORTH MACADAM	\$1.1	6%
RIVER DISTRICT	\$5.0	53%
SOUTH PARK BLOCKS	\$8.2	3%
CENTRAL EASTSIDE	\$1.0	0%
OREGON CONVENTION CTR.	\$2.1	3%
NEIGHBORHOOD URAs		
GATEWAY REGIONAL CTR.	\$0.7	1%
LENTS TOWN CENTER	\$0.4	7%
INTERSTATE CORRIDOR	\$0.5	13%
OTHER URAs		
AIRPORT WAY	\$0.3	3%
WILLAMETTE INDUSTRIAL	\$0.5	N/A
Average URAs (excluding WIURA)	\$2.4	11%
CITYWIDE excluding URAs	\$0.5	1%

SOURCE: PDC analysis of Multnomah County tax records. Does not include value assessed on utility and personal property accounts.

NOTE: We are currently updating assessed value per acre change so we can measure 2007 A/V per acre and change from 2001.

PDC FUNDS SPENT ON PUBLIC INFRASTRUCTURE (millions, unadjusted)

	Transportation ¹ & Streets	Community ² Amenities	actual ³ spending	% of actual spending
'01-'02	\$6.5	\$12.8	\$***	***%
'02-'03	\$6.8	\$7.1	\$***	***%
'03-'04	\$9.4	\$27.2	\$110.4	33%
'04-'05	\$45.9	\$8.0	\$120.5	45%
'05-'06	\$13.2	\$24.1	\$141.4	31%
'06-'07	\$33.5	\$10.9	\$144.4	40%
Totals	\$115.3	\$90.1	\$***	***%

¹ Light rail, public transit, roads, sidewalks and utilities.

² Public buildings, parks, open spaces & community facilities.

³ Actual spending includes materials & services, capital outlay, financial assistance, personal services, and debt service.

NOTE: *** need to extract FY 01-02 & FY 02-03 actual spending totals from warehouse.

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EFFECTIVENESS AND EFFICIENCY OF PROJECT DELIVERY

MILESTONES MET ON MAJOR DEVELOPMENT PROJECTS						
YEAR	# OF PROJECTS	MET	PARTIALLY MET	NOT MET	CAN-CELED	NEW PROJECT
2006	54	44%	32%	15%	2%	7%
2007						

PROJECT DELIVERY COSTS BY TYPE OF PROJECT

NOTE: This measure will take time to develop.

UNDER DEVELOPMENT

PDC CUSTOMER SATISFACTION

NOTE: As part of Strategy #2 outcome development, we are currently inventorying and discussing the best survey instruments to implement to measure PDC customer satisfaction with communications, informational materials and service delivery.

UNDER DEVELOPMENT

RESIDENT AND BUSINESS SATISFACTION

percent responding "good" or "very good"

	2001	2002	2003	2004	2005	2006	2007	CHANGE FROM 2001
RESIDENTS								
Physical condition of housing in neighbhd.	63%	61%	66%	65%	64%	69%	65%	+2%
Housing affordability	44%	44%	44%	40%	38%	37%	40%	-4%
Downtown as a good place to recreate, shop, work and live	-	-	-	-	-	62%	not asked	-
Neighborhood livability	82%	82%	82%	83%	80%	83%	82%	0%
City livability	79%	77%	74%	76%	76%	79%	79%	0%
BUSINESSES								
Physical condition of buildings in neighbhd.	-	-	62%	64%	64%	62%	61%	-1%
City's job providing information on:								
business opportunities in Portland	-	-	18%	20%	23%	24%	25%	+7%
financial assistance for businesses development	-	-	13%	14%	14%	14%	18%	+5%
Quality of economic development services	-	-	26%	29%	30%	34%	39%	+13%
Portland as a good place to do business	-	-	48%	46%	51%	55%	58%	+10%

source: City Auditor's Resident and Business surveys

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